The National
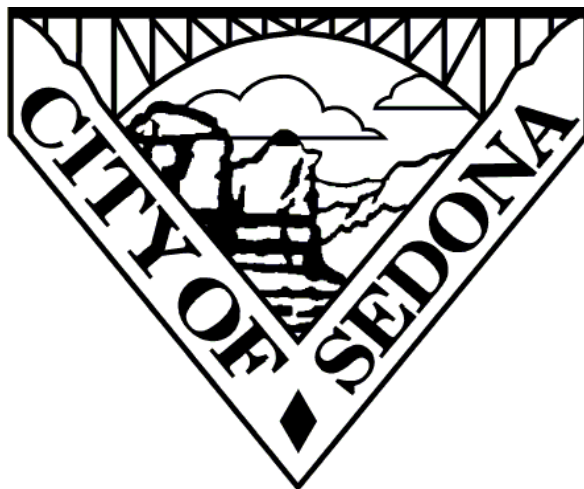
C ITIZEN S URVEY™

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Report of Normative Comparisons for The City of Sedona, AZ

Submitted by:

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SURVEY BACKGROUND
ABOUT THE NATIONAL CITIZEN SURVEY^{TM}

The National Citizen Survey^{TM} (The NCS^{TM}) is a collaborative effort between National Research Center, Inc. (NRC) and The International City and County Management Association (ICMA).

The National Citizen Survey^{TM} was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey^{TM} that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey^{TM} is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey^{TM} permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey^{TM} jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically reweighted to reflect the proper demographic composition of the entire community.The National Citizen Survey^{TM} customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Sedona staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries we used for sampling; and they provided the appropriate letterhead

and signatures for mailings. City of Sedona staff also determined local interest in a variety of add-on options for The National Citizen Survey[TM] Basic Service.

UNDERSTANDING THE NORMATIVE COMPARISONS

Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 300 jurisdictions in the United States. Responses to over 4,000 survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast[1]	25%
West[2]	12%
North Central West[3]	10%
North Central East[4]	15%
South Central[5]	9%
South[6]	20%
Northeast West[7]	4%
Northeast East[8]	4%
Population	
less than 40,000	25%
40,000 to 74,999	26%
75,000 to 149,000	20%
150,000 or more	29%

[1]*Alaska, Washington, Oregon, California, Hawaii*
[2]*Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico*
[3]*North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota*
[4]*Illinois, Indiana, Ohio, Michigan, Wisconsin*
[5]*Oklahoma, Texas, Louisiana, Arkansas*
[6]*West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC*
[7]*New York, Pennsylvania, New Jersey*
[8]*Connecticut, Rhode Island, Mass, New Hampshire, Vermont, Maine*

Use of the "Excellent, Good, Fair, Poor" Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is "excellent," "good," "fair" or "poor" (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity is one we did not want to dismiss because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents' perceptions of quality in favor of their report on the acceptability of the level of service offered).

Putting Evaluations Onto a 100-Point Scale

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported "excellent," then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor" rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was "good," then the result would be 67 on a 100-point scale; "fair" would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 4 points based on all respondents.

Interpreting the Results

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

Alongside the rank and percentile appears a comparison: "similar to the norm," "below the norm" or "significantly similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 3 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 3 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.

**For Sedona, two tables have been produced for each set of questions. In the first, comparisons are made to jurisdictions in the database in the up to 40,000 population range, as selected by Sedona staff members (always labeled as a Figure "b"). In the second, comparisons are made to all jurisdictions in the database (always labeled as a Figure "c"). For each

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set of questions, a chart precedes the two tables (always labeled as a Figure "a"). The chart's numbers reflect the table labeled Figure "b", and graphically represents the percentile of each item, compared to the customized set of jurisdictions in the database. This percentile is marked as a black line on the chart.
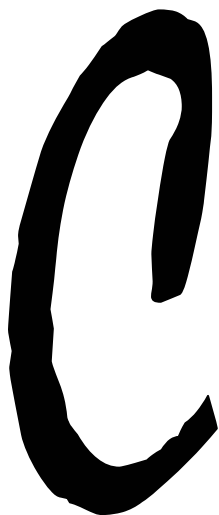
COMPARISONS

Figure 1a: Quality of Life Ratings
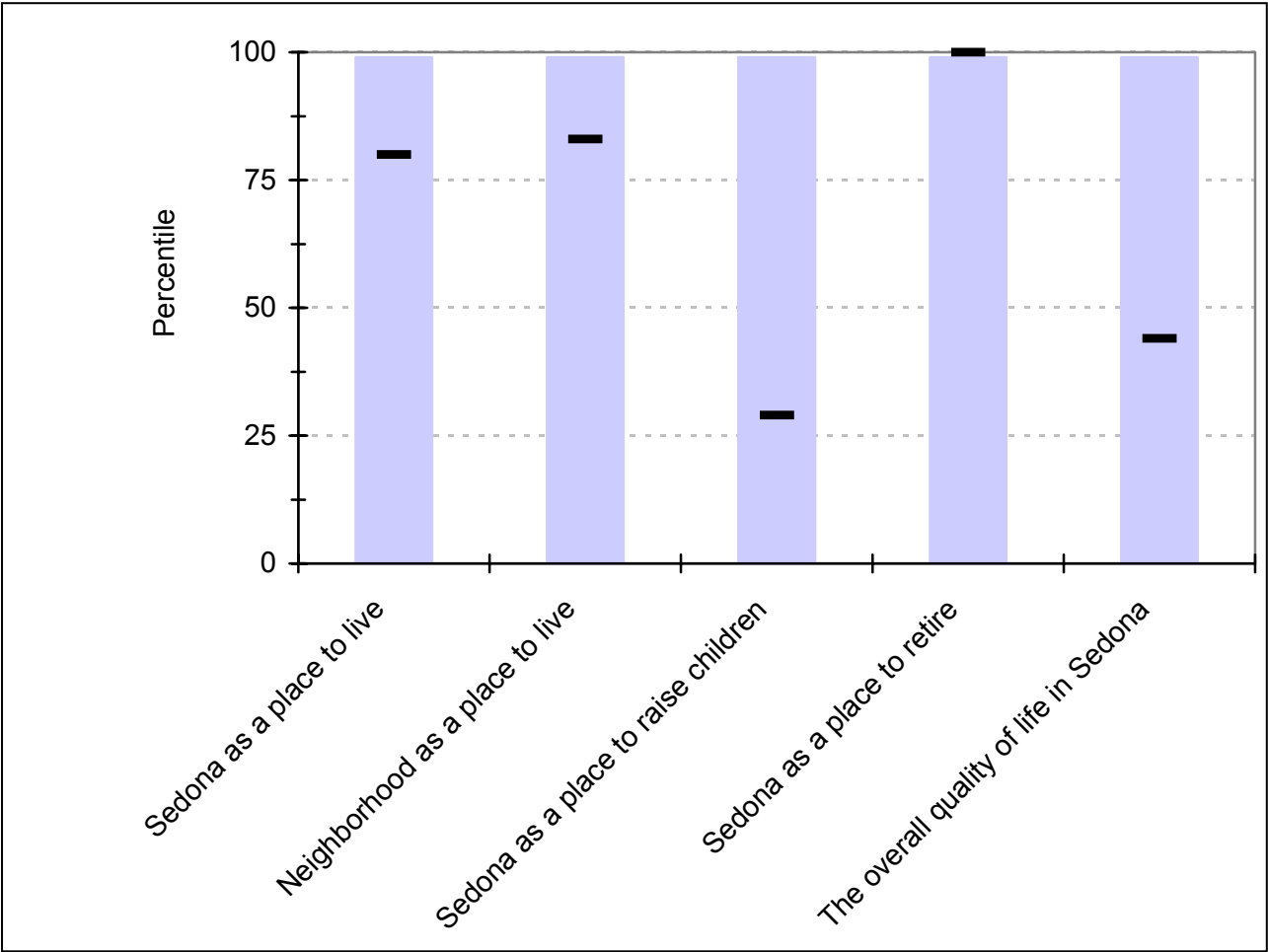
Figure 1b: Quality of Life Ratings					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Sedona as a place to live	75	7	30	80%	above the norm
Neighborhood as a place to live	78	3	12	83%	above the norm
Sedona as a place to raise children	58	11	14	29%	below the norm
Sedona as a place to retire	72	1	12	100%	above the norm
The overall quality of life in Sedona	71	15	25	44%	similar to the norm

Figure 1c: Quality of Life Ratings - National					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Sedona as a place to live	75	29	115	76%	above the norm
Neighborhood as a place to live	78	5	38	89%	above the norm
Sedona as a place to raise children	58	32	48	35%	below the norm
Sedona as a place to retire	72	2	30	97%	above the norm
The overall quality of life in Sedona	71	41	89	55%	similar to the norm

Figure 2a: Characteristics of the Community: General and Opportunities
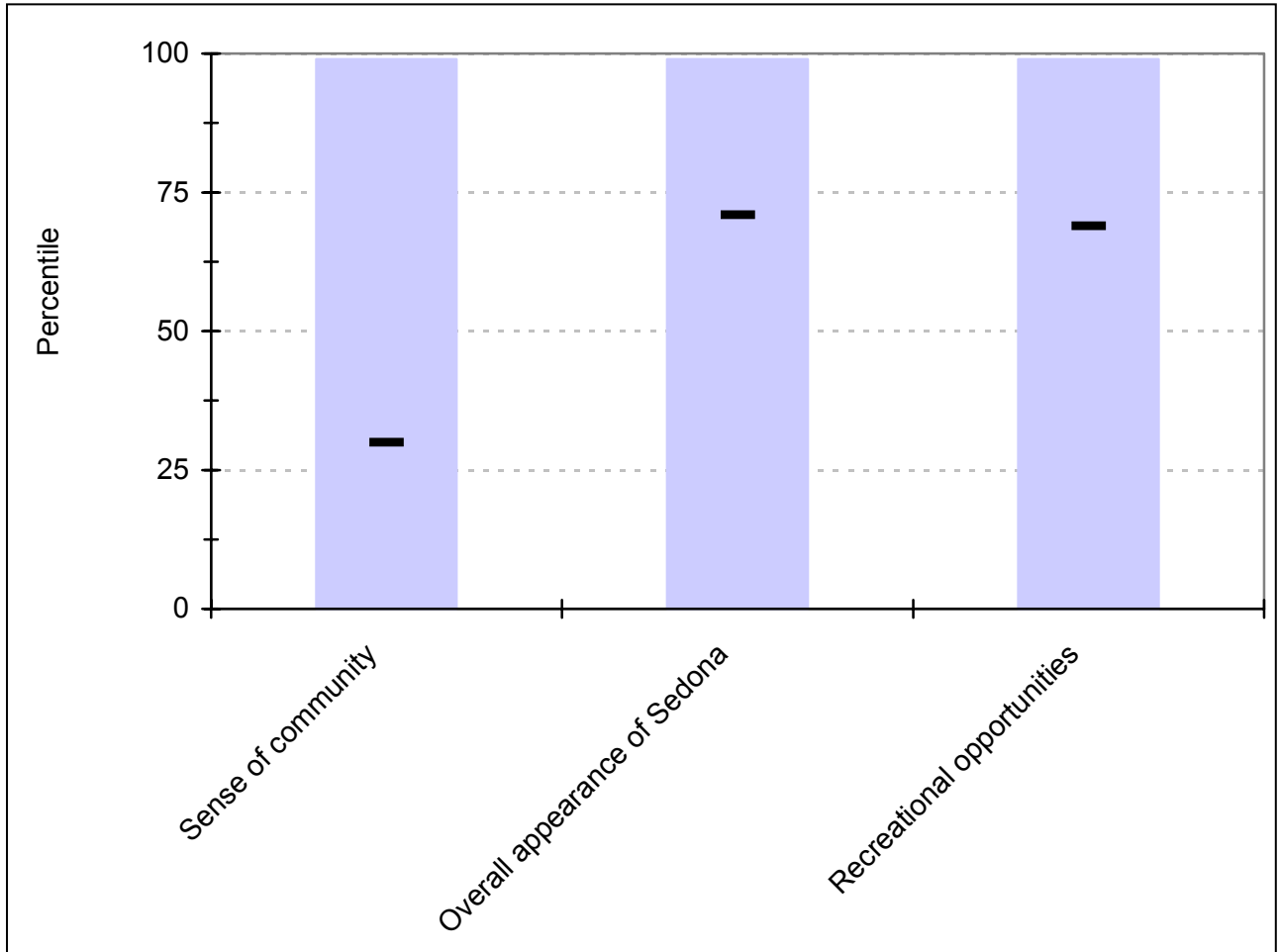
Figure 2b: Characteristics of the Community: General and Opportunities					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Sense of community	47	8	10	30%	below the norm
Overall appearance of Sedona	66	6	17	71%	above the norm
Recreational opportunities	56	5	13	69%	above the norm

Figure 2c: Characteristics of the Community: General and Opportunities - National					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Sense of community	47	15	20	30%	below the norm
Overall appearance of Sedona	66	15	49	71%	above the norm
Recreational opportunities	56	25	44	45%	similar to the norm

Figure 3a: Characteristics of the Community: Access
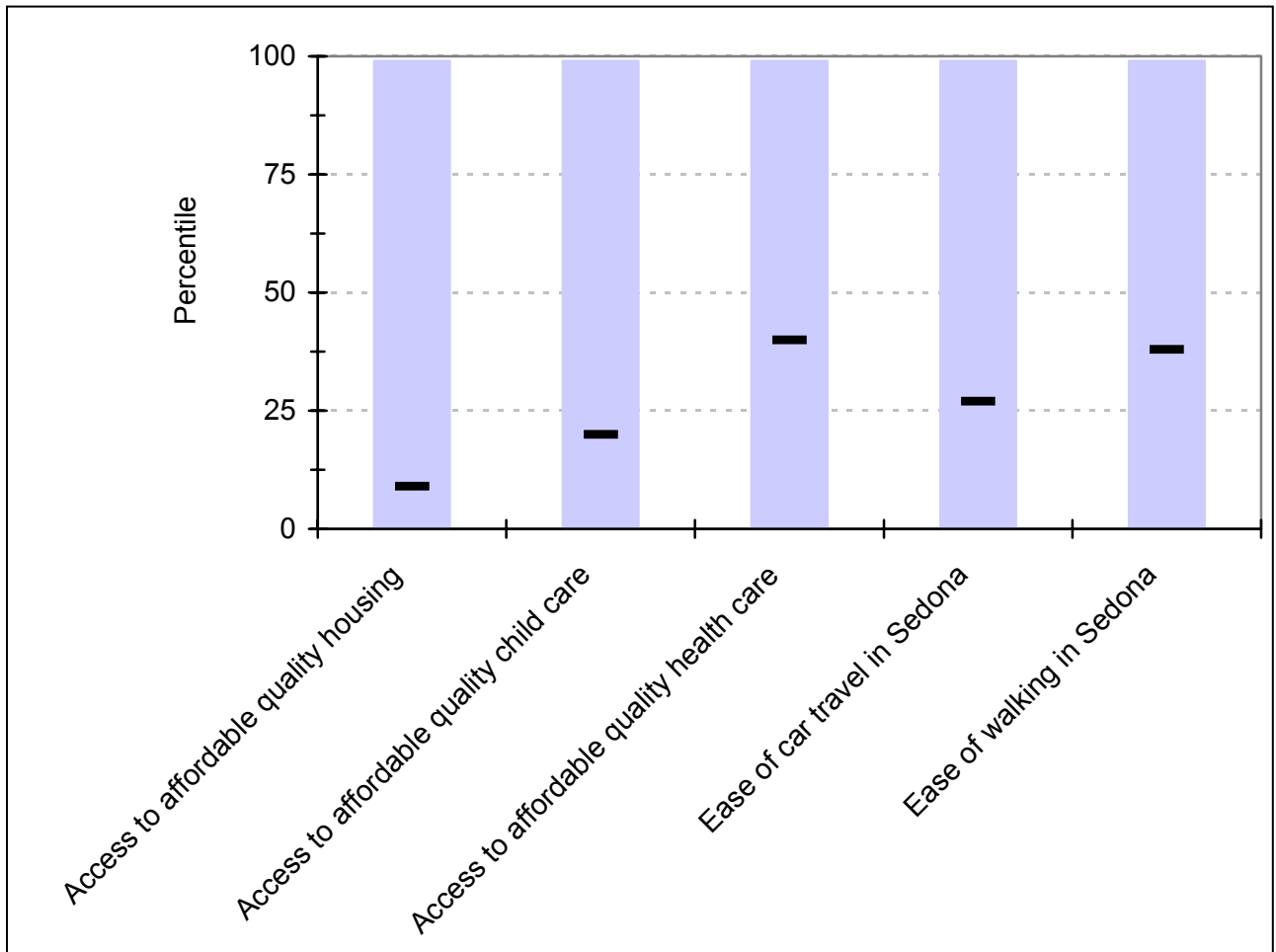
Figure 3b: Characteristics of the Community: Access

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Access to affordable quality housing	17	11	11	9%	below the norm
Access to affordable quality child care	19	5	5	20%	below the norm
Access to affordable quality health care	36	4	5	40%	similar to the norm
Ease of car travel in Sedona	39	9	11	27%	below the norm
Ease of walking in Sedona	46	6	8	38%	below the norm

Figure 3c: Characteristics of the Community: Access - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Access to affordable quality housing	17	40	40	3%	below the norm
Access to affordable quality child care	19	10	10	10%	below the norm
Access to affordable quality health care	36	11	12	17%	below the norm
Ease of car travel in Sedona	39	26	34	26%	below the norm
Ease of walking in Sedona	46	11	17	41%	similar to the norm

Figure 4a: Ratings of Safety from Various Problems
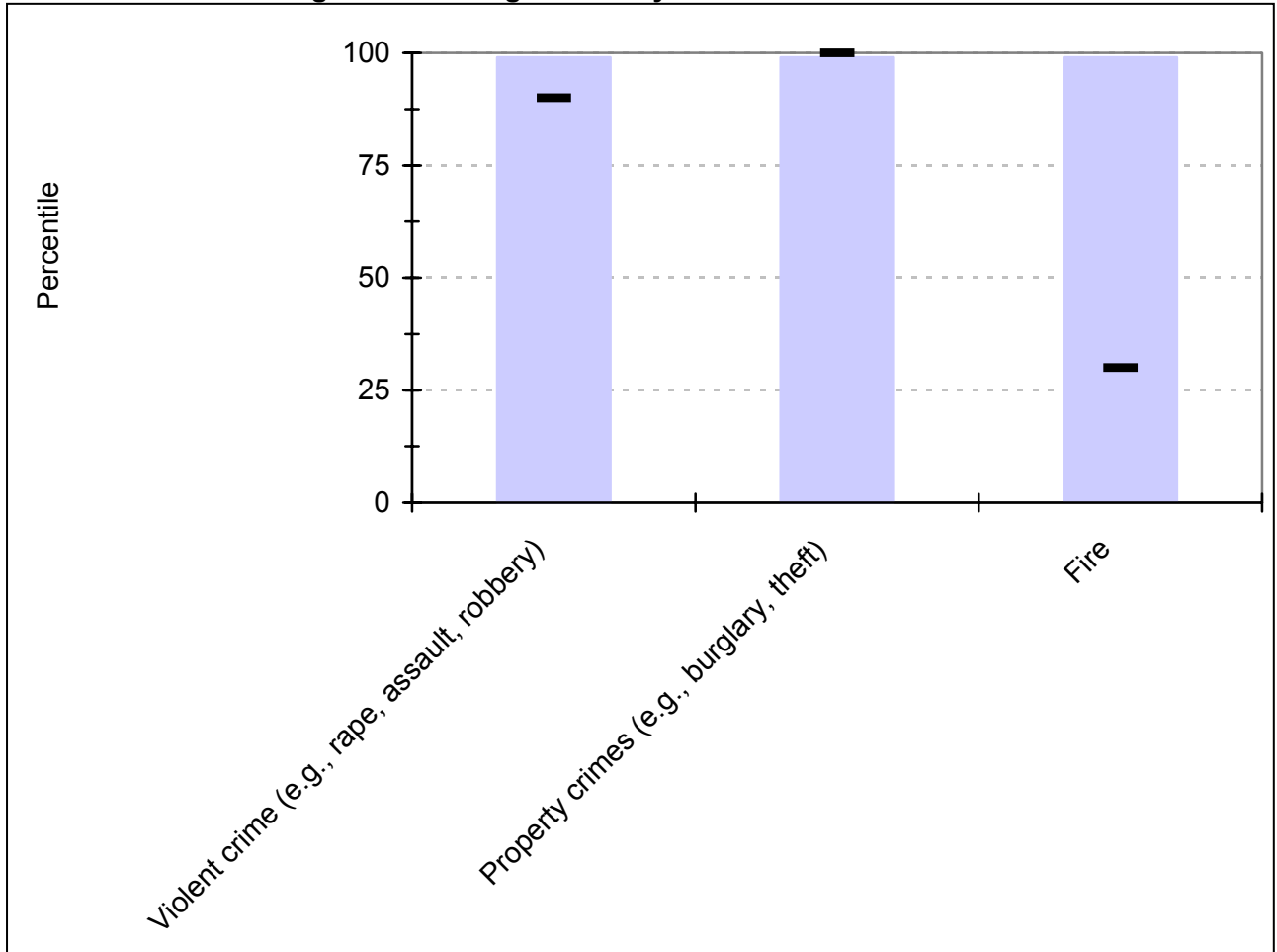
Figure 4b: Ratings of Safety From Various Problems					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Violent crime (e.g., rape, assault, robbery)	83	2	10	90%	above the norm
Property crimes (e.g., burglary, theft)	73	1	10	100%	above the norm
Fire	73	8	10	30%	similar to the norm

Figure 4c: Ratings of Safety From Various Problems - National					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Violent crime (e.g., rape, assault, robbery)	83	2	23	96%	above the norm
Property crimes (e.g., burglary, theft)	73	1	22	100%	above the norm
Fire	73	12	23	52%	similar to the norm

Figure 5a: Ratings of Safety in Various Areas
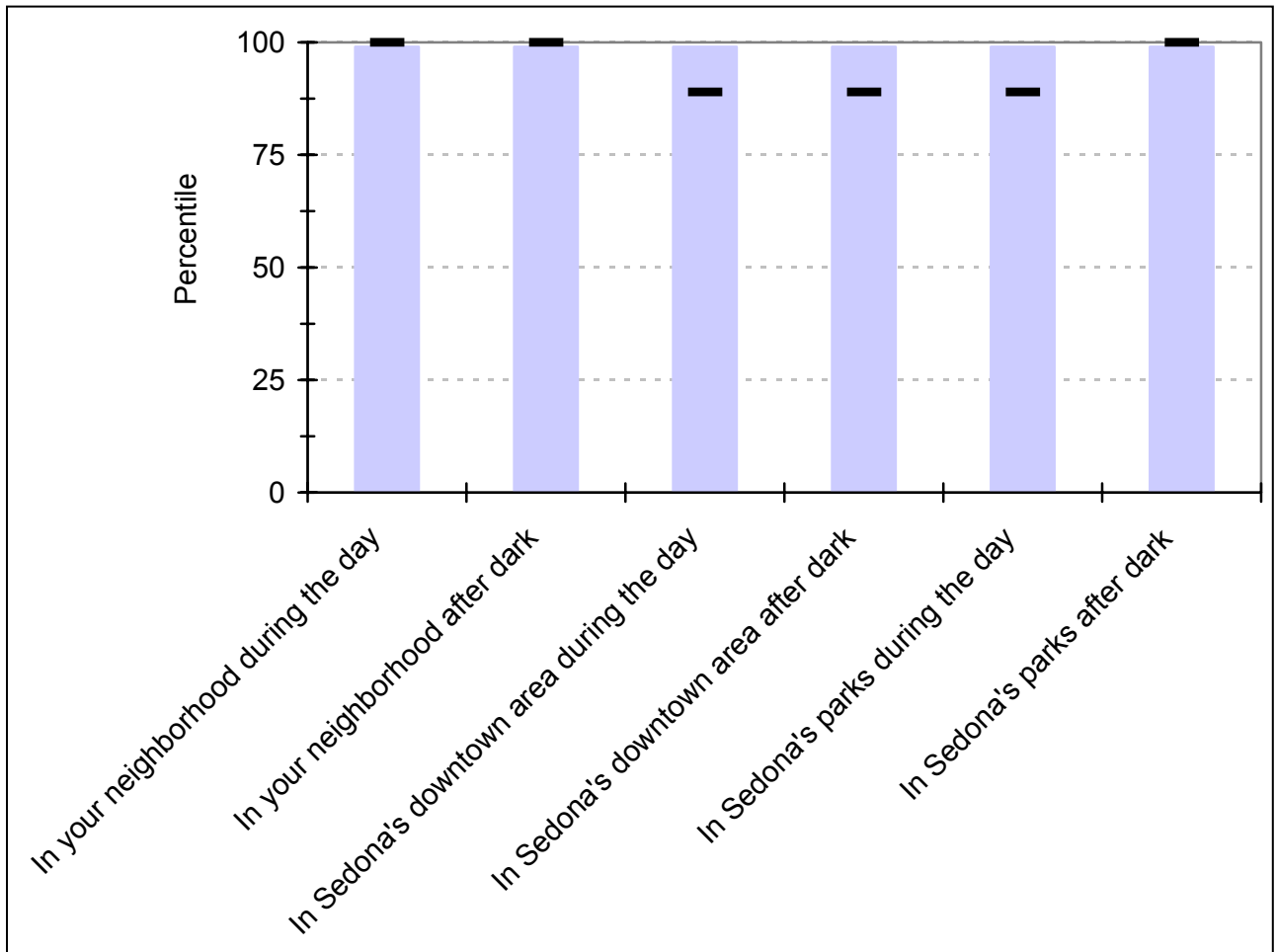
Figure 5b: Ratings of Safety in Various Areas					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
In your neighborhood during the day	96	1	9	100%	above the norm
In your neighborhood after dark	86	1	20	100%	above the norm
In Sedona's uptown area during the day	91	2	9	89%	similar to the norm
In Sedona's uptown area after dark	80	2	9	89%	above the norm
In Sedona's parks during the day	90	2	9	89%	above the norm
In Sedona's parks after dark	66	1	9	100%	above the norm

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Figure 5c: Ratings of Safety in Various Areas - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
In your neighborhood during the day	96	1	23	100%	above the norm
In your neighborhood after dark	86	1	86	100%	above the norm
In Sedona's uptown area during the day	91	2	22	95%	above the norm
In Sedona's uptown area after dark	80	2	22	95%	above the norm
In Sedona's parks during the day	90	3	23	91%	above the norm
In Sedona's parks after dark	66	2	22	95%	above the norm

Figure 6a: Quality of Public Safety Services
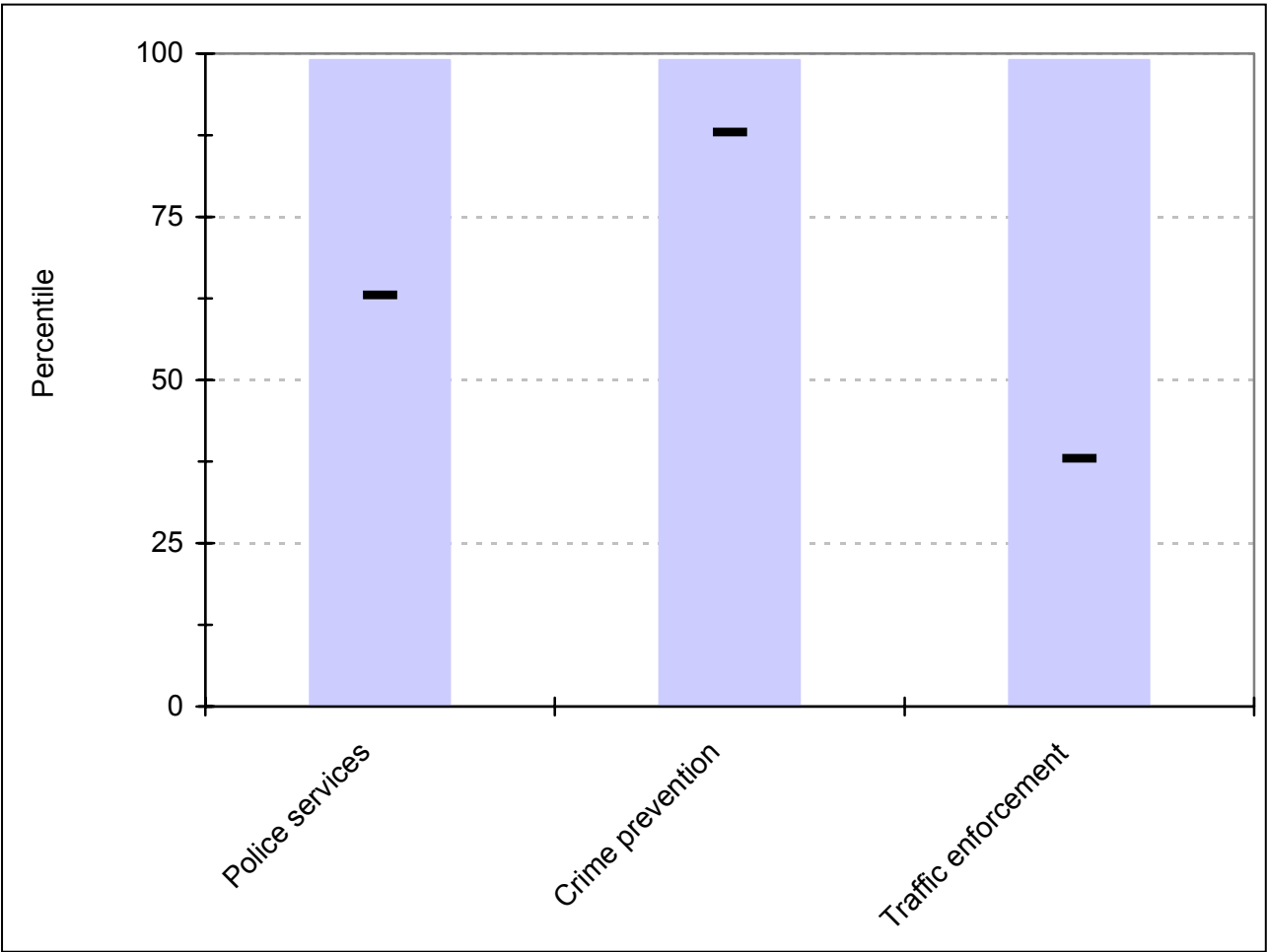
Figure 6b: Quality of Public Safety Services					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Police services	74	20	52	63%	similar to the norm
Crime prevention	68	3	17	88%	above the norm
Traffic enforcement	56	19	29	38%	similar to the norm

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
	Figure 6c: Quality of Public Safety Services - National				
Police services	74	54	210	75%	above the norm
Crime prevention	68	8	45	84%	above the norm
Traffic enforcement	56	46	79	43%	similar to the norm

Figure 7a: Quality of Transportation Services
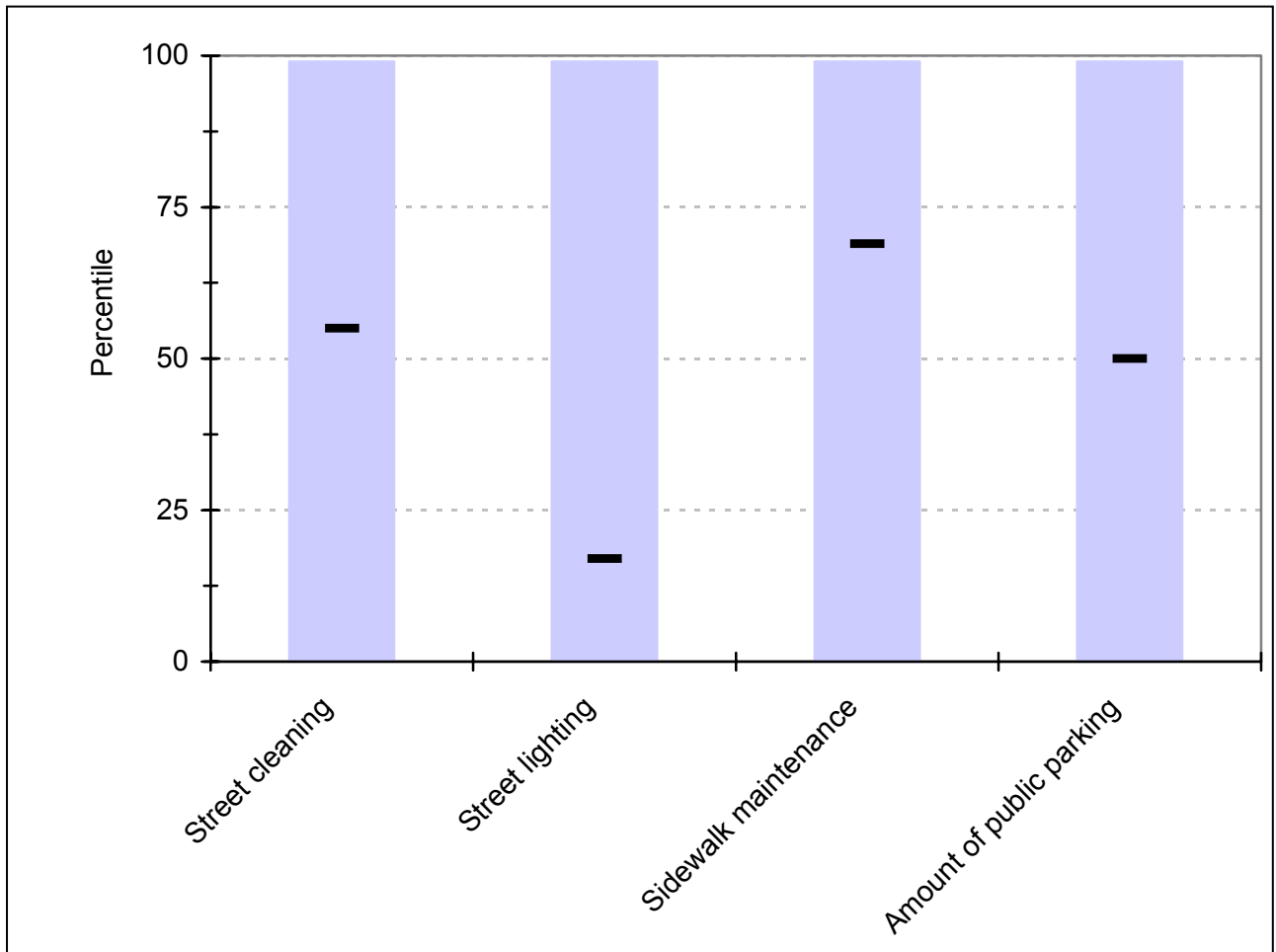
Figure 7b: Quality of Transportation Services					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Street cleaning	62	14	29	55%	similar to the norm
Street lighting	47	20	23	17%	below the norm
Sidewalk maintenance	58	6	16	69%	above the norm
Amount of public parking	37	4	6	50%	similar to the norm

Figure 7c: Quality of Transportation Services - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Street cleaning	62	36	99	65%	similar to the norm
Street lighting	47	77	89	15%	below the norm
Sidewalk maintenance	58	11	43	77%	above the norm
Amount of public parking	37	6	13	62%	similar to the norm

Figure 8a: Quality of Leisure Services

Figure 8b: Quality of Leisure Services					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
City parks	56	23	25	12%	below the norm
Recreation programs or classes	54	26	34	26%	below the norm
Range/variety of recreation programs and classes	50	6	8	38%	similar to the norm
Accessibility of parks	58	7	10	40%	similar to the norm
Appearance/maintenance of parks	62	27	30	13%	below the norm
Public library services	78	8	26	73%	above the norm

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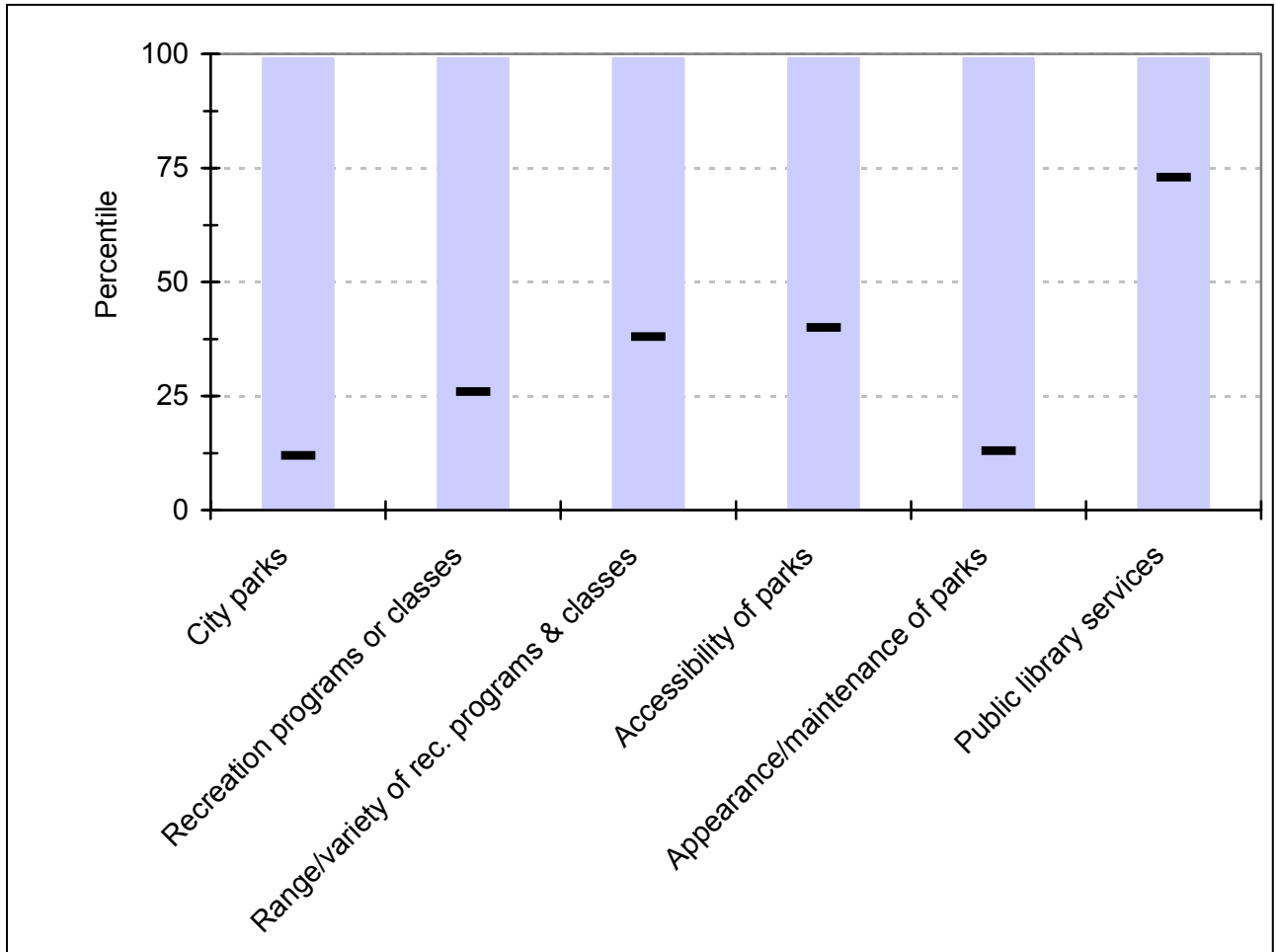| Figure 8c: Quality of Leisure Services - National					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
City parks	56	89	99	11%	below the norm
Recreation programs or classes	54	100	116	15%	below the norm
Range/variety of recreation programs and classes	50	10	15	40%	similar to the norm
Accessibility of parks	58	23	26	15%	below the norm
Appearance/maintenance of parks	62	85	105	20%	below the norm
Public library services	78	21	119	83%	above the norm

Figure 9a: Quality of Utility Services
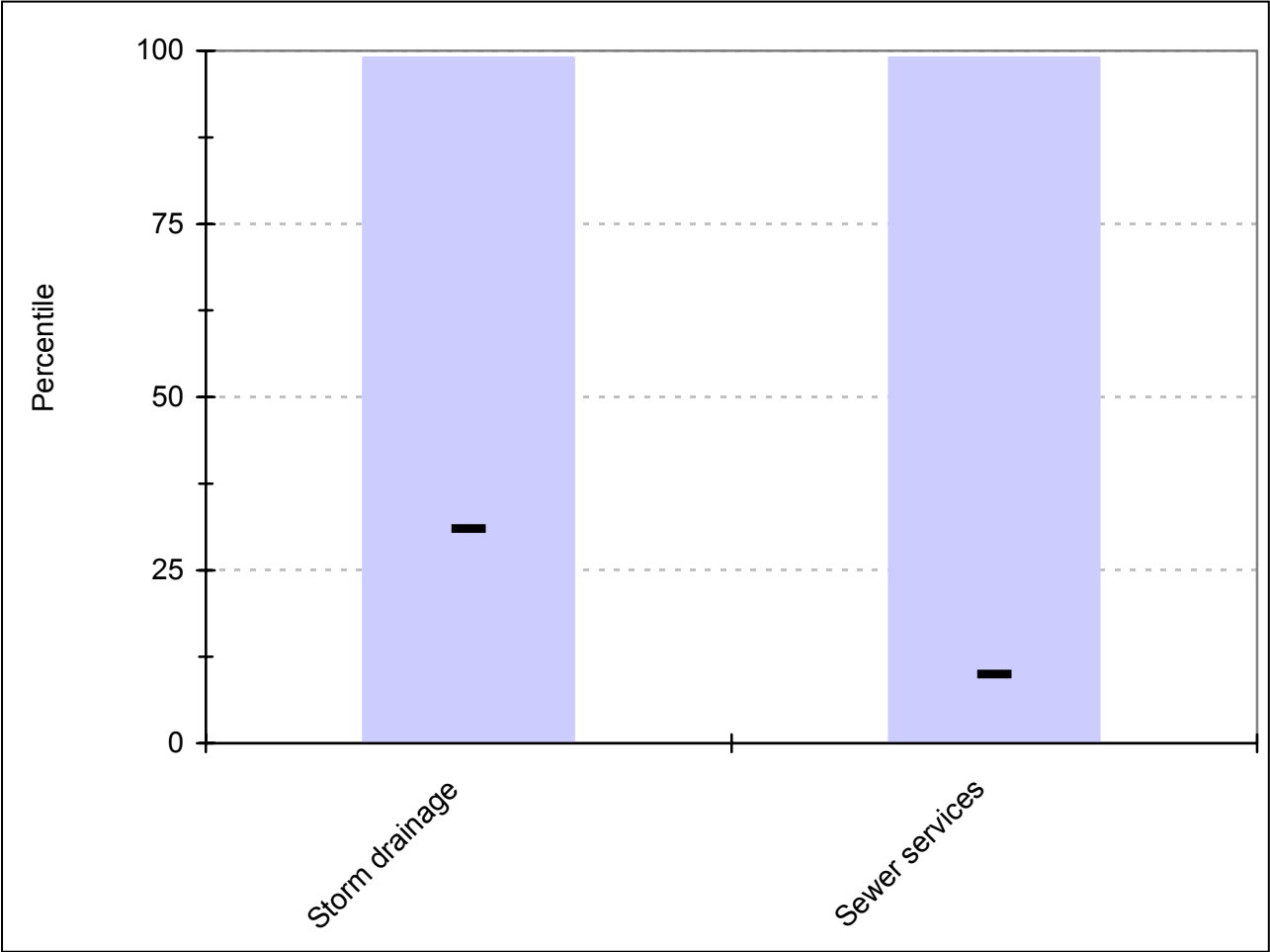
Figure 9b: Quality of Utility Services

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Storm drainage	43	12	16	31%	below the norm
Sewer services	46	20	21	10%	below the norm

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Figure 9c: Quality of Utility Services - National					
Storm drainage	43	64	78	19%	below the norm
Sewer services	46	58	64	11%	below the norm

Figure 10a: Quality of Planning and Code Enforcement Services
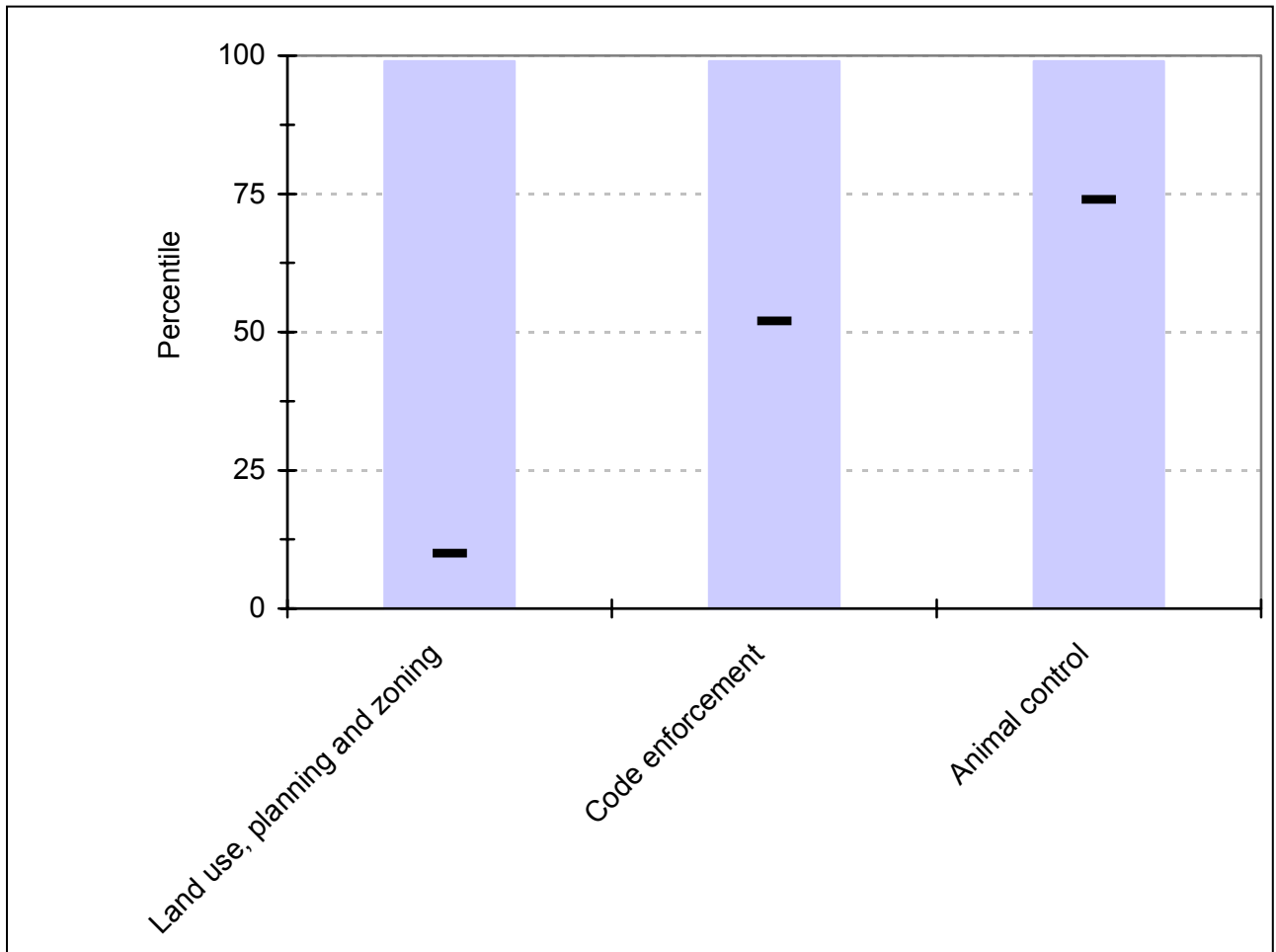
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Figure 10b: Quality of Planning and Code Enforcement Services					
Land use, planning and zoning	29	20	21	10%	below the norm
Code enforcement	49	13	25	52%	similar to the norm
Animal control	63	7	23	74%	similar to the norm

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Figure 10c: Quality of Planning and Code Enforcement Services - National					
Land use, planning and zoning	29	45	48	8%	below the norm
Code enforcement	49	51	91	45%	similar to the norm
Animal control	63	24	77	70%	above the norm

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Figure 11a: Quality of Services to Special Populations and Other Services
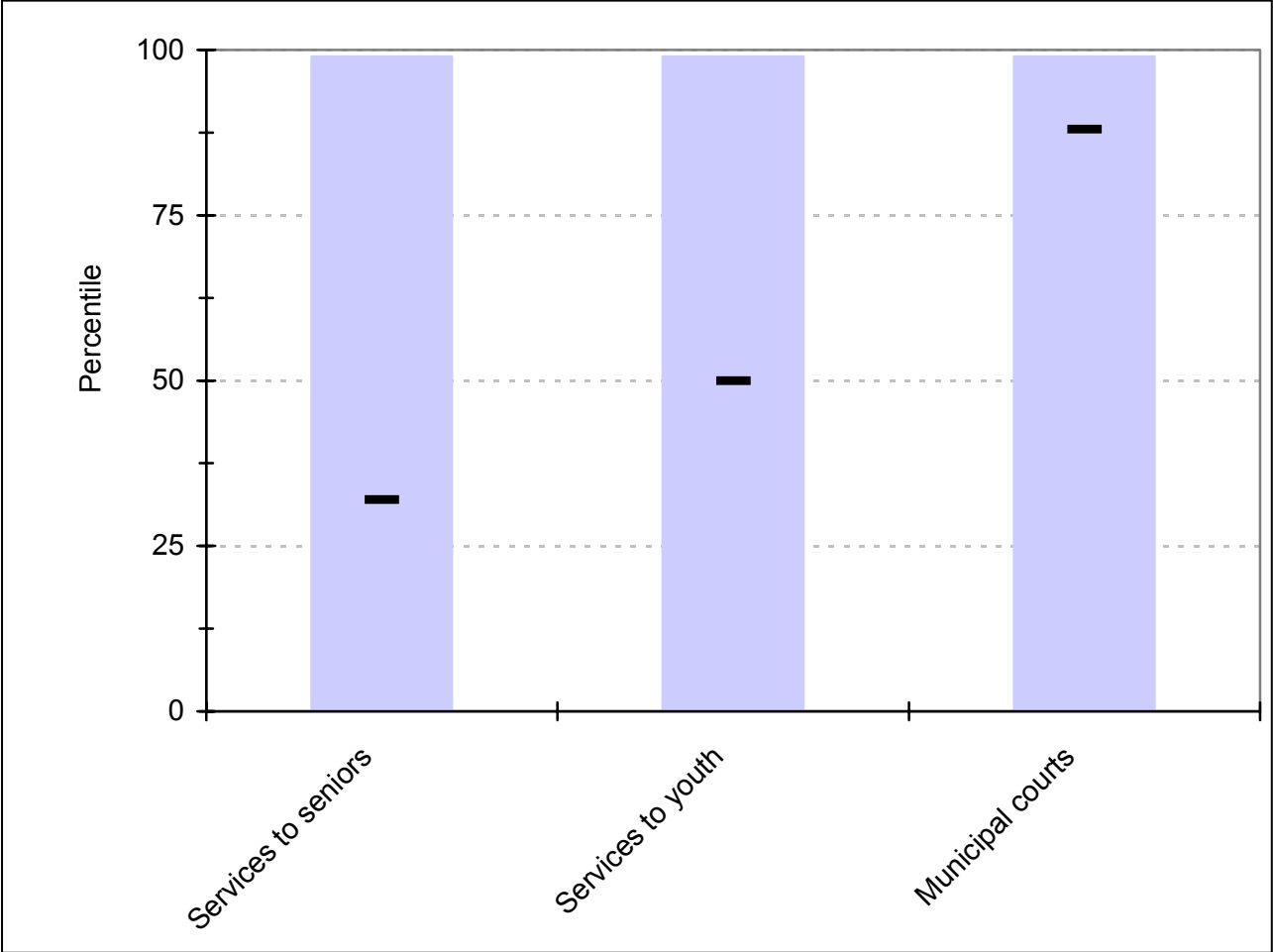
Figure 11b: Quality of Services to Special Populations and Other Services					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Services to seniors	57	16	22	32%	below the norm
Services to youth	44	10	18	50%	below the norm
Municipal courts	65	2	8	88%	above the norm

Figure 11c: Quality of Services to Special Populations and Other Services - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Services to seniors	57	40	62	37%	similar to the norm
Services to youth	44	38	52	29%	below the norm
Municipal courts	65	4	32	91%	above the norm

Figure 12a: Overall Quality of Services
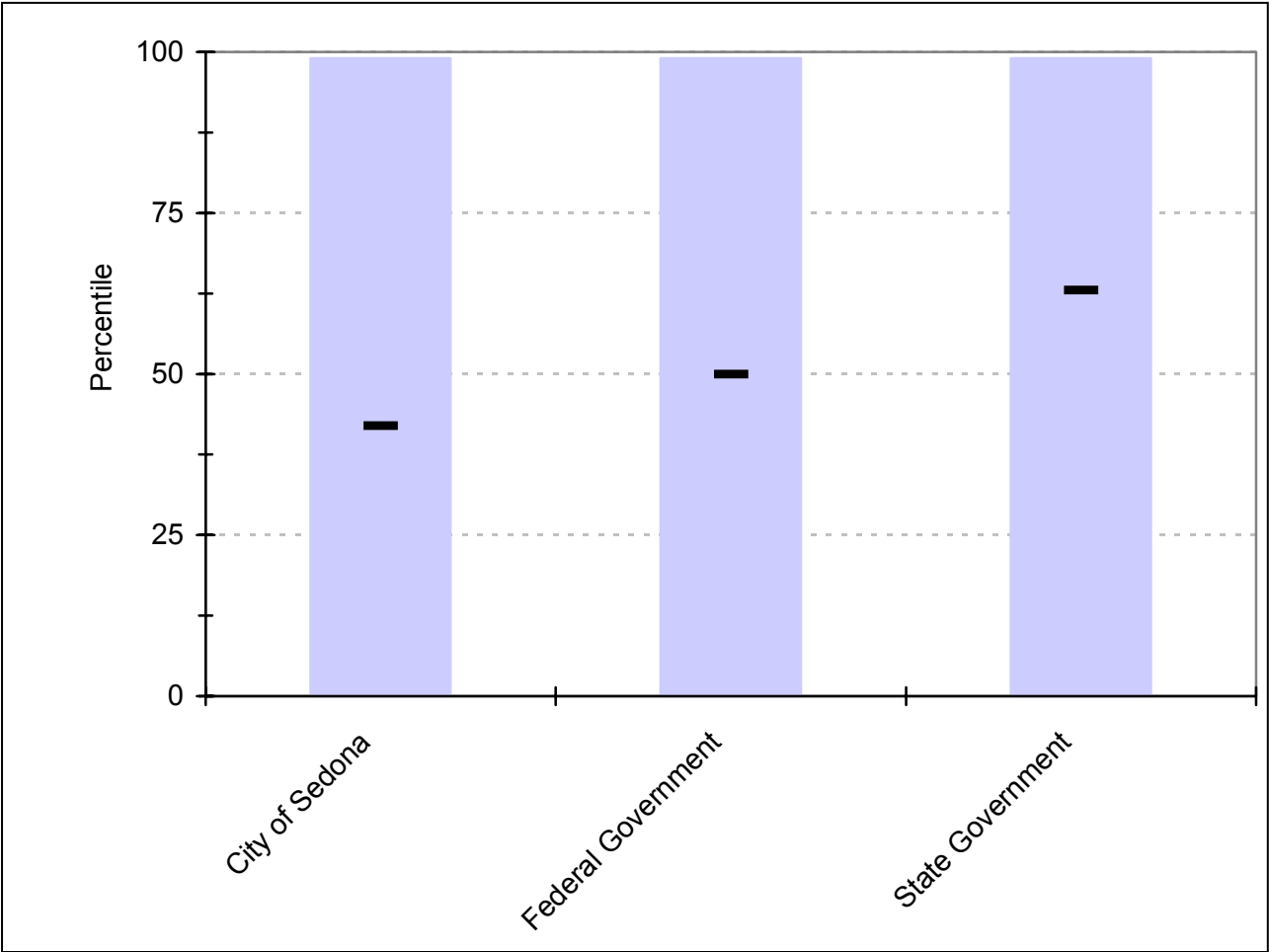
Figure 12b: Overall Quality of Services

	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Services provided by the City of Sedona	60	15	24	42%	similar to the norm
Services provided by the Federal Government	44	5	8	50%	similar to the norm
Services provided by the State Government	43	4	8	63%	similar to the norm

Figure 12c: Overall Quality of Services - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Services provided by the City of Sedona	60	67	101	35%	similar to the norm
Services provided by the Federal Government	44	12	16	31%	similar to the norm
Services provided by the State Government	43	10	16	44%	similar to the norm

Figure 13a: Ratings of Contact with the City Employees
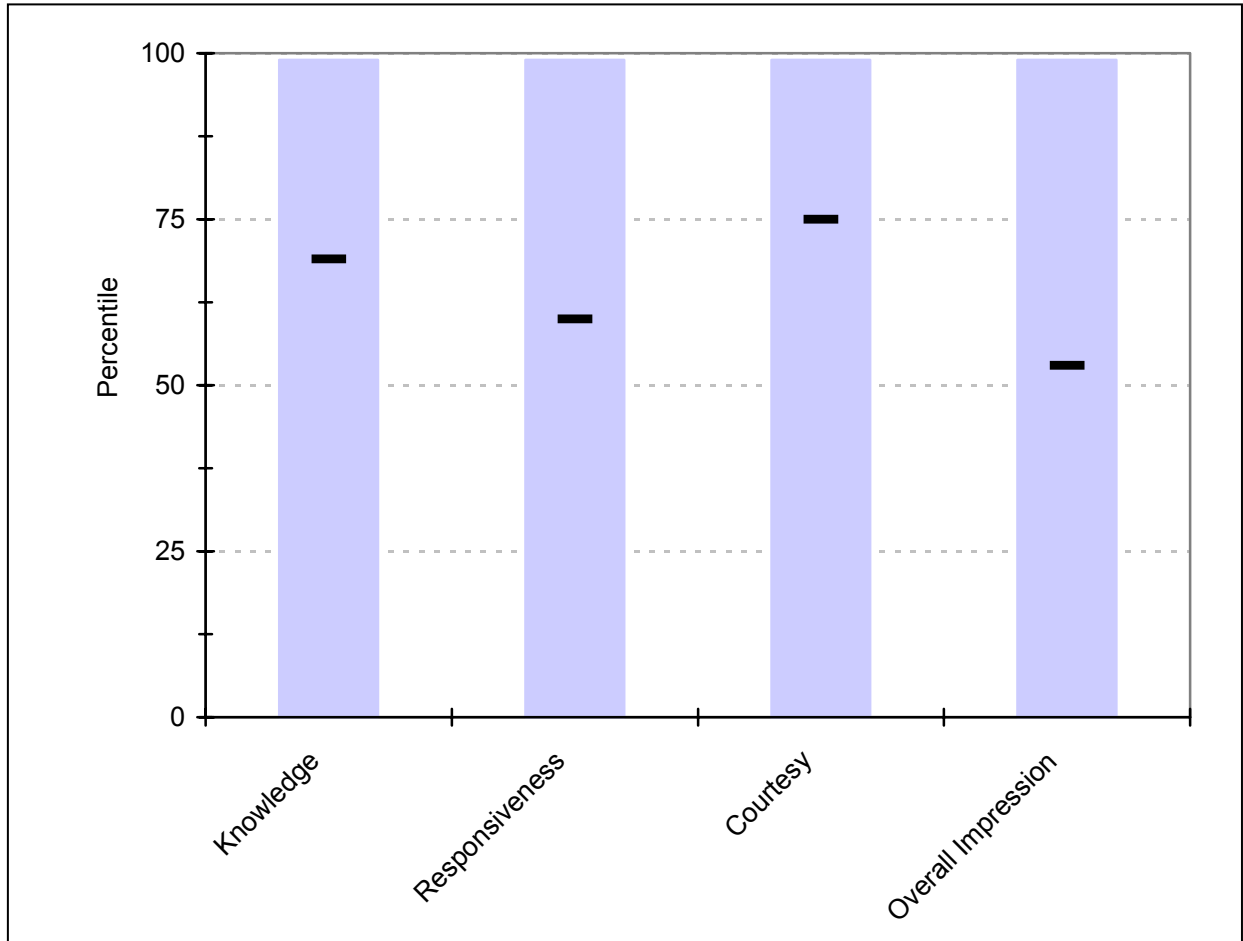
Figure 13b: Ratings of Contact with the City Employees					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
Knowledge	72	5	13	69%	similar to the norm
Responsiveness	71	7	15	60%	similar to the norm
Courtesy	75	4	12	75%	similar to the norm
Overall Impression	70	9	17	53%	similar to the norm

Figure 13c: Ratings of Contact with the City Employees - National					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
Knowledge	72	13	38	68%	similar to the norm
Responsiveness	71	18	49	65%	similar to the norm
Courtesy	75	7	29	79%	above the norm
Overall Impression	70	31	68	56%	similar to the norm

Figure 14a: Ratings of Public Trust
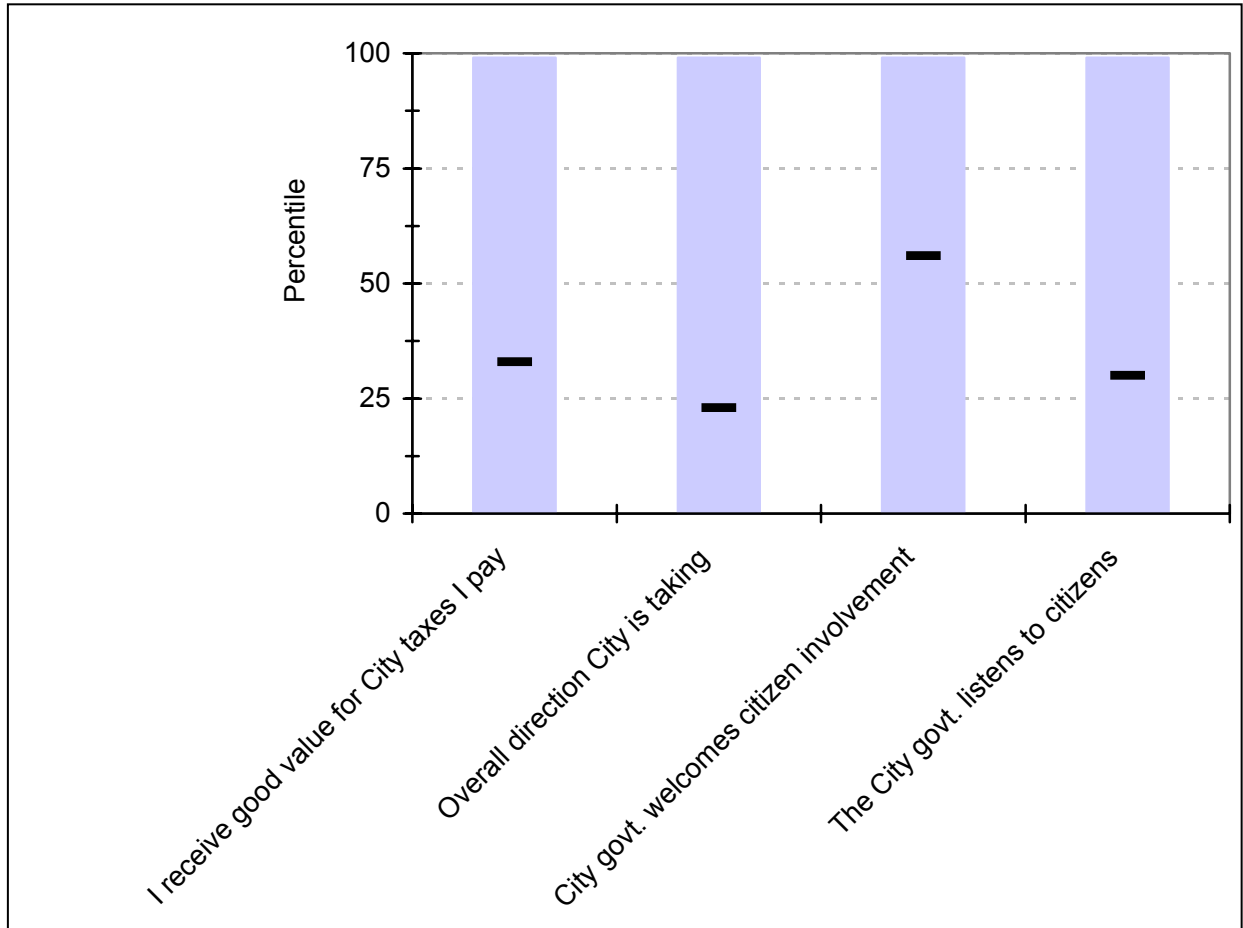
Figure 14b: Ratings of Public Trust					
	City of Sedona Rating	Rank	Number of Jurisdictions for Comparison	City of Sedona Percentile	Comparison of Sedona Rating to Norm
I receive good value for the City of Sedona taxes I pay	54	9	12	33%	similar to the norm
Overall direction that the City of Sedona is taking	46	11	13	23%	below the norm
The City govt. welcomes citizen involvement	61	5	9	56%	similar to the norm
The City govt. listens to citizens	49	8	10	30%	similar to the norm

Figure 14c: Ratings of Public Trust - National					
	City of Sedona Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Sedona Percentile**	**Comparison of Sedona Rating to Norm**
I receive good value for the City of Sedona taxes I pay	54	19	28	36%	similar to the norm
Overall direction that the City of Sedona is taking	46	30	36	19%	below the norm
The City govt. welcomes citizen involvement	61	10	21	57%	similar to the norm
The City govt. listens to citizens	49	14	21	38%	similar to the norm

APPENDIX I: LIST OF JURISDICTIONS INCLUDED IN NATIONAL NORMATIVE COMPARISONS

Place	State	2000 Pop
Auburn	AL	42,987
Huntsville	AL	158,216
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Phoenix	AZ	1,321,045
Scottsdale	AZ	202,705
Tempe	AZ	158,625
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Berkeley	CA	102,743
Claremont	CA	33,998
Concord	CA	121,780
Coronado	CA	24,100
Cypress	CA	46,229
Encinitas	CA	58,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
Lakewood	CA	79,345
Lompoc	CA	41,103
Marysville	CA	461,522
Los Alamitos	CA	11,536
Los Gatos	CA	28,592
Menlo Park	CA	30,785
Monterey	CA	29,674
Mountain View	CA	70,708
Novato	CA	47,630
Marysville	CA	133,936
Pleasanton	CA	63,654
Pomona	CA	149,473

Place	State	2000 Pop
Poway	CA	48,044
Redding	CA	80,865
Redwood City	CA	75,402
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Diego	CA	1,223,400
San Diego	CA	1,223,400
San Francisco	CA	776,733
San Jose	CA	894,943
San Mateo	CA	92,482
San Rafael	CA	56,063
Santa Clara	CA	102,361
Santa Clarita	CA	151,088
Santa Monica	CA	84,084
Santa Rosa	CA	147,595
Simi Valley	CA	111,351
Solana Beach	CA	12,979
South Gate	CA	96,375
Sunnyvale	CA	131,760
Temecula	CA	57,716
Thousand Oaks	CA	117,005
Torrance	CA	137,946
Visalia	CA	91,565
Walnut Creek	CA	64,296
Yuba City	CA	36,758
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Colorado Springs	CO	360,890
Denver	CO	544,913
Douglas County	CO	175,766
Englewood	CO	31,727
Greeley	CO	76,930
Lafayette	CO	23,197
Lakewood	CO	144,126
Littleton	CO	40,340
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558

Place	State	2000 Pop
Thornton	CO	82,384
Westminster	CO	100,940
Hartford	CT	121,578
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bradenton	FL	19,504
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Collier County	FL	251,377
Cooper City	FL	27,939
Coral Springs	FL	117,549
Dade County	FL	2,253,362
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Lee County	FL	454,918
Orange County	FL	896,344
Orlando	FL	185,951
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Atlanta	GA	416,474
Columbus	GA	186,291
Douglas County	GA	92,174
Macon	GA	97,255
Milledgevile	GA	18,757
Savannah	GA	131,510
Ames	IA	50,731
Cedar Rapids	IA	120,758
Fort Dodge	IA	25,136

Place	State	2000 Pop
Fort Madison	IA	10,715
Lewiston	ID	30,904
Twin Falls	ID	34,469
Addison	IL	35,914
Bloomington	IL	64,808
Decatur	IL	81,860
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Highland Park	IL	31,365
Park Ridge	IL	37,775
Peoria	IL	112,936
St. Charles	IL	27,896
Streamwood	IL	36,407
Urbana	IL	36,395
Wilmette	IL	27,651
Fort Wayne	IN	205,727
Gary	IN	102,746
Marion County	IN	31,320
Lawrence	KS	80,098
Overland Park	KS	149,080
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800
Kentwood	MI	45,255
Muskegon	MI	40,105
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Blaine	MN	44,942
Dakota County	MN	329
Duluth	MN	86,918

Place	State	2000 Pop
Eagan	MN	63,557
Mankato	MN	32,427
Minnetonka	MN	51,301
Plymouth	MN	65,894
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Paul	MN	287,151
Ballwin	MO	31,283
Kansas City	MO	441,545
Kirkwood	MO	27,324
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Great Falls	MT	56,690
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Greensboro	NC	223,891
Hickory	NC	37,222
Rocky Mount	NC	55,893
Wilson	NC	44,405
Fargo	ND	90,599
Grand Forks	ND	49,321
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Rio Rancho	NM	51,765
Reno	NV	180,480
Washoe County	NV	339,486
Genesee County	NY	60,370
Ontario County	NY	100,224
Rochester	NY	219,773
Rye	NY	14,955
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470
Dayton	OH	166,179
Fairborn	OH	32,052

Place	State	2000 Pop
Huber Heights	OH	38,212
Kettering	OH	57,502
Sandusky	OH	27,844
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Oklahoma City	OK	506,132
Albany	OR	40,852
Corvallis	OR	49,322
Eugene	OR	137,893
Gresham	OR	90,205
Jackson County	OR	181,269
Lake Oswego	OR	35,278
Multnomah County	OR	660,486
Portland	OR	529,121
Springfield	OR	52,864
Tigard	OR	41,223
Lower Merion	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550
State College	PA	38,420
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Dallas	TX	1,188,580
De Soto	TX	37,646
Denton	TX	80,537
Fort Worth	TX	534,694
Garland	TX	215,768
Grand Prairie	TX	127,427

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Place	State	2000 Pop
Irving	TX	191,615
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Bountiful	UT	41,301
Ogden	UT	77,226
West Valley City	UT	108,896
Blacksburg	VA	39,573
Chesapeake	VA	199,184
Hampton	VA	146,437
Norfolk	VA	234,403
Prince William County	VA	280,813
Richmond	VA	197,790
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Bellevue	WA	109,569
Lynnwood	WA	33,847
Marysville	WA	12,268
Olympia	WA	42,514
Redmond	WA	45,256
Renton	WA	50,052
Richland	WA	38,708
Seattle	WA	563,374
University Place	WA	29,933
Vancouver	WA	143,560
Walla Walla	WA	29,686
Appleton (Fox Cities)	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Wausau	WI	38,426

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Place	State	2000 Pop
Winnebago County	WI	156,763
Morgantown	WV	26,809
Laramie	WY	27,204

APPENDIX II: LIST OF JURISDICTIONS INCLUDED IN CUSTOM NORMATIVE COMPARISONS

Place	2000 Population
Aberdeen, SD	24,658
Addison Village, IL	35,914
Ashland, KY	21,981
Auburn, NY	28,574
Ballwin, MO	31,283
Blacksburg, VA	39,573
Bradenton, FL	19,504
Castle Rock, CO	20,224
Centerville, OH	23,024
Cheltenham Township, PA	36,875
Claremont, CA	33,998
Cooper City, FL	27,939
Coronado, CA	24,100
Culpeper, VA	9,664
Dakota County, MN	329
DeSoto, TX	37,646
Englewood, CO	31,727
Fairborn, OH	32,052
Fort Dodge, IA	25,136
Fort Madison, IA	10,715
Gardner, KS	9,396
Goochland, VA	16,863
Grafton, WI	10,312
Greenbelt, MD	21,456
Hercules, CA	19,488
Hickory, NC	37,222
Highland Park, IL	31,365
Huber Heights, OH	38,212
Kirkwood, MO	27,324
Lafayette, CO	23,197
Lake Oswego, OR	35,278
Laramie, WY	27,204
Lewiston, ID	30,904
Los Alamitos, CA	11,536
Los Alamos County, NM	18,343
Los Gatos, CA	28,592
Louisville, CO	18,937
Lufkin, TX	32,709
Lynnwood, WA	33,847
Manheim, PA	4,784

Mankato, MN	32,427
Marion County, IN	31,320
Marshfield, WI	18,800
Marysville, WA	12,268
Mauldin, SC	15,224
Medford, NJ	22,253
Menlo Park, CA	30,785
Merrimack, NH	25,119
Milledgeville, GA	18,757
Milledgeville, GA	18,757
Milton-Freewater, OR	6,470
Monterey, CA	29,674
Morgantown, WV	26,809
Mount Pleasant, TX	13,935
Mt. Lebanon, PA	33,017
Myrtle Beach, SC	22,759
Nacogdoches, TX	29,914
New London, CT	25,671
Newark, DE	28,547
Newport, RI	26,475
Northglenn, CO	31,575
Oak Ridge, TN	27,387
Palm Coast, FL	32,732
Park Ridge, IL	37,775
Parker, CO	23,558
Pascagoula, MS	26,200
Platteville, WI	9,989
Port Huron, MI	32,338
Ravenna, OH	11,771
Redmond, OR	13,481
Richfield, MN	34,439
Richland, WA	38,708
Ridgecrest, CA	24,927
Ridgefield, WA	2,147
Ripon, WI	6,828
Riverside, IL	8,895
Roseville, MN	33,690
Rye, NY	14,955
Salem, NH	28,112
Sandusky, OH	27,844
Shaker Heights, OH	29,405
Siloam Springs, AR	10,000
Solana Beach, CA	12,979
St. Charles, IL	27,896
State College, PA	38,420
State College, PA	38,420
Streamwood, IL	36,407
Taos, NM	4,700

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Township of Teaneck, NJ	39,260
Tualatin, OR	22,791
Twin Falls, ID	34,469
University Place(u), WA	29,933
Urbana, IL	36,395
Vernon, CT	28,063
Waldport, OR	2,050
Walla Walla, WA	29,686
Watertown, NY	26,705
Wausau, WI	38,426
Westerville, OH	35,318
Wethersfield(u), CT	26,271
Wilmette, IL	27,651
Yachats, OR	617
Yuba City, CA	36,758

APPENDIX III: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

Q: What is in the citizen survey database?

A: National Research Center's database includes the results from citizen surveys conducted in over 300 jurisdictions in the United States. These are public opinion polls answered by more than 250,000 residents around the country. We have recorded, analyzed and stored responses to over 6,000 survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 40 million Americans.

Q: What kinds of questions are included?

A: Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

Q: What is so unique about National Research Center's Citizen Survey database?

A: It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

Q: What is the database used for?

A: Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to ask more important and harder

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questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

Q: So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?

A: A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively "worse" departments.

National Research Center's database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center's database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

Q: Aren't comparisons of questions from different surveys like comparing apples and oranges?

A: It is true that you can't simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

Q: How can managers trust the comparability of results?

A: Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review, Journal of Policy Analysis* and *Management* and *Governing,* and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean,* that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.